

Approved For Release 2003/04/29 : CIA-RDP84-00780R004000040002-4

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
UNCLASSIFIED		CONFIDENTIAL		SECRET	
OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	Executive Director-Comptroller Rm 7D59, Hqs				
2	Director of Personnel Rm 7D56, Hqs				
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ACTION		DIRECT REPLY	PREPARE REPLY		
APPROVAL		DISPATCH	RECOMMENDATION		
COMMENT		FILE	RETURN		
CONCURRENCE		INFORMATION	SIGNATURE		
Remarks:					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.					DATE
Assistant Deputy Director for Support 7D18, Hqs					
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MEMORANDUM FOR: Colonel White

This is Harry Fisher's study of irregular work weeks and a proposed regulatory change. As an important policy the DD/S would refer this to you under any circumstance, but in this particular case I think we've agreed this should be a Deputies' Meeting item. Consequently, Harry has prepared a two-page summary (also attached) which can be distributed prior to the meeting. I suggest that you not try to read any more than the first four basic pages of the study. The study should be back in Harry's hands at the time of the meeting in order that he may use it during the discussion.

15/ Bob
Robert S. Wattles

(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

(47)

ADD/S:RSW/ms (3 Dec 71)

Distribution:

Orig Blue Note - Ex. Dir.-Compt., w/O of Att (DD/S 71-4442) & 10 cys of Summary

1 - DD/S Chrono

1 - DD/S Subject, w/cy of Att & Summary

1 - RSW Chrono

DD/S 71-4442: Memo dtd 17 Nov 71 for DD/S fr D/Pers, subj:
Annual Premium Pay and Irregular Work Hours; w/Ref,
Tab I, Tabs A thru G, Tab IV

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OFFICIAL ROUTING SLIP

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CONCURRENCE	INFORMATION	SIGNATURE

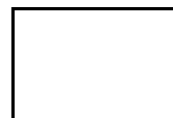
Remarks:

Bob:

Attached are two-page summary sheets of the more lengthy study we have forwarded on irregular work schedules. The summary sheets are intended for use at the forthcoming Deputies Meeting on this topic. It is suggested that they be passed to the Deputies as handouts to inform them on the contents of the study in brief form.

STAT

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FROM: NAME, ADDRESS AND PHONE NO.

DATE

Director of Personnel 5E56 HQS

8 DEC 1971

IRREGULAR WORK SCHEDULES

The Office of Personnel has completed a series of studies to determine the parameters within which the Agency might accommodate non-standard workweek arrangements which are considered to be necessary to carry out the mission of the units involved.

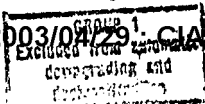
The studies included proposals advanced by the Foreign Missile and Space Analysis Center, the Office of ELINT and the Central Reference Service to adjust current 24-hour shifts to non-standard workweeks. Included also was the proposal submitted on 1 September 1971 by the Management Advisory Group for the adoption of a three-day workweek in the Headquarters computer centers. Under the Management Advisory Group proposal, the various computer centers would be manned around the clock from Monday through Saturday by computer professionals working in four shifts of three 12 $\frac{1}{2}$ -hour days, or a 37 $\frac{1}{2}$ -hour workweek. Attention was given to those non-standard work arrangements already established for a number of our operations and watch centers.

The Office of Personnel studies took into consideration the legal and medical aspects of such non-standard work schedules as well as the administrative problems attendant upon accurate reporting and accounting procedures covering hours of work.

In terms of the legal aspects, the Office of General Counsel has taken the position that the Agency can establish its own work schedules, but it has strongly urged that we change our Regulations to conform with what we are doing.

The Director of Medical Services has stated that while he could not say categorically that such irregular schedules would be harmful, a 12-hour workday would tend to decrease an employee's effectiveness in a situation where power of observation, manual dexterity and physical prowess were

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involved. The Director of Medical Services said that such arrangements would call for close supervision involving a careful look at productivity.

Discussions with the Offices of Computer Services and Finance indicated that any change in the 80-hour period of accountability for pay and leave purposes would pose very real difficulties. At this time it would be next to impossible to handle the computer programming necessary to establish any basic work schedule other than an 80-hour pay period within the time limitation for implementation of the new financial reporting system.

Consideration of the Management Advisory Group proposal with the Chairman of the Information Processing Board indicated that satisfactory adjustments could be made to accommodate it to the 80-hour period of accountability.

The Office of Personnel studies concluded that it would be feasible to establish non-standard work schedules for 24-hour operations, conforming to the 80-hour accountability period, when such schedules very clearly have benefits to the Agency. The studies also concluded that the Deputy Director for Support is in the best position to review proposals for non-standard workweeks from an Agency viewpoint and to appraise the financial, personnel and medical factors involved.

Consequently, the Director of Personnel has recommended to the Deputy Director for Support that he approve appropriate changes to Headquarters

25X1 Section V: Hours of Work, Leave, and Pay, to include the following paragraph:

"In exceptional circumstances and when necessary to staff operations on a 24-hour basis, the Deputy Director for Support may approve 80-hour work schedules which deviate from the above standards and provide no payment of overtime as long as the number of hours worked does not exceed 80 in a two-week, 80-hour pay period."

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1	Assistant Deputy Director for Support 7D18 HQS		
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ACTION	DIRECT REPLY	PREPARE REPLY
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Remarks:

Bob: [REDACTED]

Returned herewith is the package on irregular work schedules.

At your request we have added to it, at Tab IV, guidelines concerning how we would propose to account for leave and Sunday, Holiday and night differential pay. We have referred to Tab IV in the latter part of the covering memorandum.

These guidelines have been coordinated with [REDACTED]

STAT

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DATE

Director of Personnel 5E56 HQS

1 DEC 1971
STAT

Now that this will be going to the Deputies, we are preparing a shorter summary of our study findings and recommendations to be used as handouts for the Deputies. We feel this will give them a readier grasp of what we are proposing in the attached. The handout summaries will be available for you before the end of the week.



STAT

Harry B. Fisher
Director of Personnel

Received in DD/S on 3 Dec 71.

1 Dec - 4:05

Mr. Wattles -

The attached was handcarried in
to you.

p.

12:15

2 Dec 71

To Mr. Wattles -

Mr. Fisher came by --

Re the attached, he said that
now that the paper will be
going to the Deputies, this
paper is too lengthy. He does
not wish for the Deputies to get
involved in all the details and is
preparing a "summary" type
version.

He said that if you "buy" this
he would, of course, like to know
right away.

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USE ONLY

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Personnel
5E56 HQS

EXTENSION

NO.

DATE

17 NOV 1971

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.
Deputy Director for Support
7D18 HQS

2.

3.
Director of Personnel
5E56 HQS

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11.

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13.

14.

15.

1. I should note that with regard to the exception recommended in paragraph 14 for the work schedules of OCI Senior Duty Officers and Clandestine Service Duty Officers the Time and Attendance reporting for these Officers is based on the 80-hour period of accountability and that no overtime is involved. This would appear to be in conflict with the statement contained in paragraph 11 that the Agency needs true records of the actual hours worked by Agency employees. However, at this point in time it would not appear feasible to machine program these work schedules as they actually exist, and the nature of their responsibilities to their respective Deputy Directors would indicate that an adjustment to an 80-hour work period would interfere with these responsibilities. At a later date it is conceivable that programming for the actual hours worked can be accomplished.

STAT

2. If you approve our recommendation and [] is published as now drafted, you could then reconsider FMSAC's request for a special 80-hour pay period without overtime. We have already received from Central Reference Service a request for a three-day workweek in accordance with the Management Advisory Group's suggestion. The CRS planning has been accomplished in accordance with the 80-hour period of accountability. We also have a request from OEL for

(over)

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a three-day workweek, also conforming to the 80-hour period. In addition to the CRS request, the other computer centers involved (DDP, DDS&T and OCS) are ready to modify their proposed schedules under the Management Advisory Group's suggestion to the 80-hour pay period (instead of 75). We will hold all of these requests until you have reached a decision concerning our recommendations for the change to STAT

3. Any further requests for irregular work schedules will be limited to 24-hour operations and will be conformed to the 80-hour accountability period.

STAT

Harry B. Fisher
Director of Personnel

SECRET

ED/S

31-4/442

17 NOV 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Annual Premium Pay and Irregular Work Hours

REFERENCE : Memo for the Record by ADD/S dtd 17 Aug 71, Same Subject

1. This memorandum submits recommendations for your approval. Such recommendations are contained in paragraph 14.

2. Referent Memorandum for the Record requested that we review current irregular work schedules in certain Headquarters components and then consult with the Office of Finance, the Office of Computer Services and the Office of General Counsel to determine the parameters within which we can accommodate the various irregular workweek arrangements which are considered to be necessary to carry out the missions of the units involved. It was further requested that we prepare proposed regulatory changes to reflect policy positions in this regard.

3. The attached report (Tab I) covers the results of our review of those units with currently irregular work schedules. In our study we have also taken into account the past proposal from FMSAC for irregular work schedules and the proposal of the Management Advisory Group for a three-day workweek for certain Agency components (Tab II).

4. Each of the activities referred to above operates on a 24-hour basis. In addition to meeting operational needs, the irregular work schedules were designed, to some degree in each case, to suit the desires of the employees concerned. The following tables summarize certain important results of the review of those units which have currently irregular work schedules.

Work Group	Practice Consistent	Work Scheduled with D/Pers Concurrence	T&A's Record Time Actually Worked	Overtime Paid for work in Excess of 40-Hour Work-week
25X1				
Communication Center	Yes	Yes	Yes	Yes
CIA Ops Center				
Watch Officers	No	No record	Yes	Yes
Senior Duty Officers	No	No record	No	No
FI Staff Intell Watch	No	No record	Yes	No

GROUP 1
Excluded from automatic
downgrading and
declassification

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CS Duty Office
 Duty Officers
 Assistants

No
 No

No record
 No record

No
 No

No
 No

☐ Ops Center

Yes*

Yes

Yes

No

25X1

25X1

*Provided paragraph 2b of ☐ intends to grant the Director of Personnel authority to approve non-payment of overtime for work in excess of eight hours a day within an 80-hour work schedule.

5. These seven irregular work schedules illustrate a wide variety of solutions to the problem of manning 24-hour operations under different circumstances. They range from the more or less standard shift schedule of the Communications Center to the highly irregular periods of duty scheduled for both OCI senior duty officers and Clandestine Service duty officers. In each case they represent accommodations to the peculiar requirements of the operation and to the wishes of the employees concerned. We found no suggestion of a standard group of alternative patterns which would cover the range of the seven work schedules reported in these five operations. Further, from our discussions in the course of this review, we believe that it would be undesirable to attempt to pre-structure solutions to scheduling problems of this kind. For example, the medical effect of lengthy work hours must be weighed in each case against the need for continuity of individual service in the particular duties involved.

6. The proposal from FMSAC and the Management Advisory Group proposal would add additional differing shift schedules to the seven mentioned above. The Management Advisory Group proposal, for example, calls for a three-day workweek for the Agency employees in the various Headquarters Computer Centers. The Computer Centers in the Clandestine Service, the Intelligence Directorate and the Science and Technology Directorate would be manned around the clock from Monday through Saturday by computer professionals working in four shifts of three 12½-hour days. Employees would never work three days in a row; their shifts would fall on either Monday, Tuesday and Thursday, or on Wednesday, Friday and Saturday. Again, there are certain operational benefits to be derived from such a schedule as well as benefits accruing to the employees concerned.

7. In terms of the legal aspects of such irregular work schedules, referent memorandum pointed out that the Office of General Counsel has taken the position that the Agency can establish its own work schedules but it has also strongly urged that we follow our Regulations and Handbooks or change them to conform with what we are doing.

8. The question of health is another factor to be considered in scheduling lengthy workdays within irregular work schedules. This has been discussed with the Director of Medical Services. The essence of Dr. Tietjen's response was that while he could not categorically say that such a schedule

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would be harmful, a 12-hour workday would certainly tend to decrease an employee's effectiveness in a situation where power of observation, manual dexterity, and physical prowess were involved. Dr. Tietjen said that such an arrangement would certainly call for close supervision involving a careful look at productivity under such circumstances.

25X1 9. In discussing proposed regulatory changes with representatives of the Offices of Computer Services and Finance [redacted] and [redacted] respectively), it became apparent that any change in the 80-hour period of accountability for pay and leave purposes would pose very real difficulties. All work done so far toward developing the financial records system has been on the basis of the 80-hour pay period. In order to implement any other basic schedule, it would be necessary to code employees individually as identified with those schedules. It would also require the development of some form of transactions system to get employees in and out of such categories when they move from one schedule to another. Finally, some sort of escrow account would be necessary in order to handle plus and minus accounts of leave and/or overtime surplus in connection with such movements. [redacted] both said they believe that it would be impossible to handle the programming which will be necessary for such systems within the time limitation schedule for implementation of the new financial reporting system.

25X1 10. Further discussions with Mr. Charles Briggs who, as Chairman of the Information Processing Board, has discussed the new three-day week Management Advisory Group proposal with other members of that Board indicate that necessary adjustments to the three-day, 12 $\frac{1}{2}$ -hour day workweek (37 $\frac{1}{2}$ hours per week) could be made to accommodate to the 80-hour period of accountability. Mr. Briggs did say that at some later date a greater degree of flexibility should be attempted by OCS for the payroll computer system to provide for any necessary change in the 80-hour pay period concept to accommodate Agency work schedule requirements. At this point in time, however, he agreed that the best approach would be an adjustment of the shift schedules proposed by the Management Advisory Group to conform to the 80-hour accountability period. The FMSAC proposal conforms to the 80-hour concept.

11. Unquestionably, the Agency needs true records of the actual hours worked by Agency employees. Official time and attendance reports should be accurate. Any exception to standards governing deviations from the basic workweek should be scheduled thoughtfully with full consideration of all pertinent facts in each circumstance. We believe that the Deputy Director for Support is in the best position to review such proposals from an Agency viewpoint and to appraise the financial, personnel and medical factors involved.

12. The attached proposed change to Headquarters [redacted] (Tab III) 25X1 would accomplish these objectives in response to the referent memorandum and within the practical limits of an 80-hour period of accountability for pay

and leave purposes. It would accommodate all of the irregular schedules considered here except those for the OCI senior duty officers and the Clandestine Service duty officers and their assistants. Attached at Tab IV are brief guidelines concerning accounting procedures for annual and sick leave and the administration of Sunday, holiday and night differential pay.

13. We have discussed the possibilities of conforming schedules to the 80-hour pay period with the senior OCI and Clandestine Service Duty Officers. They do not feel that their particular schedules can be altered to conform without destroying the continuity which their current schedules have been set up to provide. This need for continuity is, we believe, particularly necessary to the missions of the CIA Operations Center and the Clandestine Service Duty Office. It means that duty officer schedules will overlap with the beginning and the end of the daily workday for others including key Agency officials and that events of critical importance which may occur during the nighttime hours will be covered in the beginning of the daytime hours by those officers who have been monitoring them. This requirement for continuity is essential enough, we think, to the mission of the Agency to consider it a valid reason for exception to normal regulatory work schedule policy.

14. It is recommended that:

a. the attached proposed changes to Headquarters be approved for formal coordination, and

b. the work schedules for OCI Senior Duty Officers (currently numbering three) and the Clandestine Service Duty Officers and their assistants (currently numbering ten) be permitted to continue as an exception to the new policy incorporated in the changes of Headquarters

25X1

25X1

Harry B. Fisher
Director of Personnel

Atts

The recommendations contained in Paragraph 14 are approved:

John W. Coffey
Deputy Director
for Support

Date

Distribution:

- Orig - Return to D/Pers
- 2 - Addressee
- 1 - D/Pers Subject
- 1 - DE/Pers/P&C
- 1 - D/Pers Chrono

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DD/S 71-3223

17 August 1971

MEMORANDUM FOR THE RECORD

SUBJECT : Annual Premium Pay and Irregular Work Weeks

REFERENCE: ADD/S MFR dtd 27 Aug 70, subj: Annual Premium Pay

25X1 1. On 12 August 1971, a meeting was held in my office attended by
Messrs [] (OF), John Warner (OGC), Harry Fisher (OP), and Charlie
25X1 [] (O/DD/S) to discuss the Civil Service Commission memorandum of
28 July 1971 to Directors of Personnel, subject: Defining "Regularly Scheduled
Work" for premium pay purposes, and Mr. Fisher's note related thereto,
dated 3 August 1971. (See Tab A.)

2. Mr. Warner reiterated that, since there was a good legal basis
for determining that the Agency was not bound by the Pay Act of 1945, and
since Agency policy makers had therefore decided that we would deviate in
certain aspects from the provisions of that Act, we could decide to define
Annual Premium Pay as required by the circumstances we face in this
Agency and without regard to the Pay Act of 1945. He stated, however, that,
once we decided what the definitions and rules should be, and put them in our
Regulations, it was absolutely necessary that we abide by them.

3. In the discussion that followed, it was decided that we should not
change the definition of Annual Premium Pay now covered in [] 25X1
i.e., "Annual premium pay is a form of overtime pay designed to compensate
an employee when his duties require substantial amounts of irregular or
occasional overtime work and night, holiday, and Sunday work which cannot
be administratively controlled and when he is primarily responsible for
recognizing the circumstances which require him to be on duty; it may not
be used to compensate for regularly scheduled overtime duty."

4. The group then discussed the problem of Irregular Work Weeks
which are in force in several units of the Agency, some of which have been
approved and others have not. Specifically, irregular work weeks are
currently being worked in the Headquarters ComCenter, FMSAC, IWO, G,
Watch Office and [] but Time and Attendance Reports from
these offices are reflecting duty for eight hours per day, Monday through
25X1

Friday. The work weeks for employees of these units do not comply with the rules established by [] Here again, Mr. Warner and [] urged that we follow our Regulations and Handbooks, or change them to conform with what we are doing.

5. Mr. Wattles requested that Mr. Fisher have his Plans-Group contact the units with irregular work weeks to determine exactly what is being done and why, and then consult with Finance (Messrs. [] OCS, and OGC to determine the parameters within which we could adjust the rules expressed in [] The Plans Group would then prepare proposed changes to [] (several alternatives, if appropriate) for consideration by D/Pers and ADD/S. The proposed changes should be designed to accommodate the various irregular work week arrangements which are considered to be necessary to carry out the missions of the units involved.

[]
Robert S. Wattles
Assistant Deputy Director
for Support

Note: In reviewing the draft of this memorandum, Mr. Warner questioned the device of changing merely the HHB to accomplish these ends. He pointed out that policy matters of a basic nature such as these should be reflected in Agency Regulations which are the means to enunciate policy positions.

EO-DD/S:CND/ms (16 Aug 71)

Distribution:

- Orig - DD/S Subject, w/Background (DD/S 70-3464)
- 1 - Director of Finance
- 1 - Deputy General Counsel
- 1 - Director of Personnel ✓
- 1 - DD/S Chrono

N.B. AS A POLICY MATTER THIS WILL PROBABLY HAVE TO GO TO EXDIR WHEN WE HAVE AGREEMENT ON THE CHANGES. RW

Irregular Work Schedules

25X1 1. In reviewing the irregular work schedules of certain components, as
25X1 requested, discussions were held with the following officers in each component:
25X1 ComCenter-[redacted] CIA Operations Center-[redacted] and
25X1 FI Staff Intel Watch-[redacted]; CSDO-[redacted] Attached are the work schedules:
25X1 for the [redacted] Operations Center-[redacted]

- | | |
|------------------------------------|-----------|
| a. ComCenter | Tab A |
| b. CIA Operations Center | Tab B & C |
| c. FI Staff Intelligence Watch | Tab D |
| d. Clandestine Service Duty Office | Tab E & F |
| e. [redacted] Operations Center | Tab G |

25X1 2. The ComCenter schedule (Tab A) is ten 8-hour days on duty and the next four days off. This provides for every other weekend off. The "week-ends" are based on different administrative workweeks and may not include a true Saturday or Sunday. This schedule provides for 40-hour workweeks and 80-hour pay periods. It is understood that this schedule was approved by the Director of Personnel. The T&A's reflect hours actually worked.

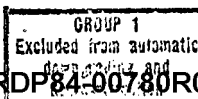
3. The CIA Operations Center has two schedules. One, (Tab B) for the Watch Officers--four three-man teams manned by 15 employees. Three of these employees are used for substitutions and training. The number of hours per workweek for two two-week pay periods are: 44,44; 36, 44. To preclude paying eight hours overtime for the first pay period, a substitute is normally scheduled for one of the 8-hour days. If a substitution is not made, overtime is paid. The T&A's reflect the hours actually worked. The second schedule is for the Senior Duty Officers (SDO) (Tab C). There are three SDO's who work all night every third night. The shift begins about 1600 and ends about 0930 the following day. This results in unequal workweeks actually worked--some over 40 hours and some below. At the end of three pay periods, where the cycle begins again, the number of hours worked is 245 as opposed to 240. The T&A's are adjusted to reflect 80-hour pay periods.

4. The FI Staff Intelligence Watch (Tab D) has a rotating schedule which recycles at the end of four pay periods. Each workweek is 40 hours. This differs from ComCenter in that four days in this period are 12-hour days. This schedule permits more weekends off. No overtime is paid for 12-hour days. The T&A's reflect hours actually worked.

5. The Clandestine Service Duty Officers (Tab E) have a schedule seemingly as strenuous as the SCO's of the CIA Ops Center. They frequently work shifts of 14 and 15 hours. The workweeks and pay periods are not uniform as shown below:

Either (a) $44 + 38 = 82$ hours/pp
 $38 + 39 = 77$ hours/pp

159 hours/four weeks



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$$\begin{array}{rcl} \text{Or} & (b) & 39 + 44 = 83 \\ & & 38 + 38 = \underline{76} \end{array}$$

159

Oddly, after the unusual hours worked the schedule is one hour short in four weeks. The tour for these officers is six months. No overtime is paid for the hours worked over eight a day, over 40 hours a week, or over 80 hours a pay period. The T&A's are adjusted to reflect 160 hours per four-week pay period or in some cases 80 hours per two-week pay period.

6. The Intelligence Assistants in the Clandestine Service Duty Office, who work with the Duty Officers, have an irregular schedule (Tab F) which has unequal workweeks and unequal pay periods but which totals 160 hours in four weeks. The hours worked per week and pay period are:

$$\begin{array}{r} (a) \quad 50 \\ \quad \underline{28} \end{array}$$

78

Totals 160 hours

$$\begin{array}{r} (b) \quad 36 \\ \quad \underline{46} \end{array}$$

82

The T&A's are adjusted to reflect 80 hours per pay period. No overtime is paid.

25X1

7. The Operations Center (Tab G) has two irregular schedules. The Evening Shift (1650 - 2400) works Sunday through Friday, 6 days of six hours and 40 minutes each or a 40-hour week. The Night Shift is composed of two teams, A and B, which rotate on a weekly basis to cover the early morning from Tuesday evening to the following Tuesday morning. The hours are 2230 - 0900. Each employee also works a ten-hour day on the Saturday or Sunday following his night shift. Such a schedule provides for either of the following workweeks and pay periods, depending upon which day (Saturday or Sunday) the additional ten-hour day is worked:

$$\begin{array}{r} (a) \quad 41 \text{ hours} \\ \quad \underline{39 \text{ hours}} \end{array}$$

80 hour pay period

$$\begin{array}{r} (b) \quad 51 \text{ hours} \\ \quad \underline{29 \text{ hours}} \end{array}$$

80 hour pay period

No overtime is paid. This schedule was approved by the Director of Personnel in August 1970. The T&A's reflect hours actually worked.

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8. It is noted that about the only thing in common among these components' schedules is that none of these irregular schedules calls for an employee to work one eight-hour shift per 24 hours for five work days followed by two days off. In other words, they are all different. Apparently a basic intent in establishing these schedules has been to not only assure adequate coverage but to also permit the employee to have more time off by working longer hours. Also in the case of the Senior Duty Officers of OCI, it is considered beneficial to have the one officer work through the night and thus being knowledgeable of everything of concern that transpires during that period. Much the same thought is apparently true for the CSDO's.

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ComCenter

Example of Rotation Between Day Shift and Evening Shift (Night shift personnel, through preference, remain constant except for substitutions for absences. However, they work the same 10 days on and 4 days off schedule)

Monday	1500-2330	8		
Tuesday	" "	8		
Wednesday	" "	8	Workweek	
Thursday	" "	8	40 hrs	
Friday	" "	8		
Saturday	Off			
Sunday	Off	-		
Monday	Off			
Tuesday	Off			
Wednesday	0700-1530	8		
Thursday	" "	8		
Friday	" "	8	Workweek	
Saturday	" "	8	40 hrs	
Sunday	1500-2330	8		Pay Period
				80 hrs
Monday	" "	8		
Tuesday	" "	8		
Wednesday	" "	8	Workweek	
Thursday	" "	8	40 hrs	
Friday	" "	8		
Saturday	Off			
Sunday	Off	-		
Monday	Off			
Tuesday	Off			
Wednesday	0700-1530	8		
Thursday	" "	8		
Friday	" "	8	Workweek	
Saturday	" "	8	40 hrs	
Sunday	1500-2330	8		Pay Period
				80 hrs

Cycle begins again

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CIA Operations Center (OCI)

Four 3-man teams manned by 15 employees. Three employees are used for substitutions and training. Below is a typical schedule for one man of a 3-man team for 4 weeks.

Sunday	12 hrs	
Monday	8	
Tuesday	8	
Wednesday	8	Workweek
Thursday	8	44 hrs
Friday	Off	
Saturday	<u>Off</u>	
Sunday	Off	
Monday	Off	
Tuesday	8	
Wednesday	8	Workweek
Thursday	8	44 hrs
Friday	8	
Saturday	<u>8</u>	
		<u>Total - 88 hrs</u>
Sunday	12	
Monday	8	
Tuesday	Off	
Wednesday	Off	Workweek
Thursday	8	36 hrs
Friday	8	
Saturday	<u>Off</u>	
Sunday	Off	
Monday	8	
Tuesday	8	
Wednesday	8	Workweek
Thursday	Off	44 hrs
Friday	8	
Saturday	<u>12</u>	
		Total - 80 hrs

To preclude paying 8 hrs. O/T, a substitute is normally scheduled for one of the 8 hr. days.

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CIA Operations Center (OCI)

Senior Duty Officers (SDO)

There are three Senior Duty Officers who work all night every third night.

Sunday	1600-2400	8	
Monday	0000-0930	9 $\frac{1}{2}$	(17 $\frac{1}{2}$ hr. shift)
Tuesday			
Wednesday	1600-2400	8	
Thursday	0000-0930	9 $\frac{1}{2}$	
Friday			Workweek
Saturday	1600-2400	<u>8</u>	43 hrs

Sunday	0000-0930	9 $\frac{1}{2}$	
Monday			
Tuesday	1600-2400	8	
Wednesday	0000-0930	9 $\frac{1}{2}$	
Thursday			
Friday	1600-2400	8	
Saturday	0000-0930	<u>9$\frac{1}{2}$</u>	Workweek 44 $\frac{1}{2}$ hrs

Total 87 $\frac{1}{2}$ hrs

Sunday			
Monday	1600-2400	8	
Tuesday	0000-0930	9 $\frac{1}{2}$	
Wednesday			
Thursday	1600-2400	8	
Friday	0000-0930	9 $\frac{1}{2}$	
Saturday		<u>—</u>	Workweek 35 hrs

Sunday	1600-2400	8	
Monday	0000-0930	9 $\frac{1}{2}$	
Tuesday			
Wednesday	1600-2400	8	
Thursday	0000-0930	9 $\frac{1}{2}$	
Friday			
Saturday	1600-2400	<u>8</u>	Workweek 43 hrs

Total 78 hrs

For two pay periods:

Actual	Normal
87 $\frac{1}{2}$	80
78	80
<u>165$\frac{1}{2}$</u>	<u>160</u>

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Sunday	0000-0930	9 $\frac{1}{2}$	
Monday			
Tuesday	1600-2400	8	
Wednesday	0000-0930	9 $\frac{1}{2}$	
Thursday			
Friday	1600-2400	8	Workweek
Saturday	0000-0930	9 $\frac{1}{2}$	44 $\frac{1}{2}$ hrs
Sunday			
Monday	1600-2400	8	
Tuesday	0000-0930	9 $\frac{1}{2}$	
Wednesday			
Thursday	1600-2400	8	
Friday	0000-0930	9 $\frac{1}{2}$	Workweek
Saturday		—	35 hrs
		Total	79 $\frac{1}{2}$

For three pay periods:

<u>Actual</u>	<u>Normal</u>
87 $\frac{1}{2}$	80
78	80
<u>79$\frac{1}{2}$</u>	<u>80</u>
245*	240

*No time was deducted for meals.

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FI Staff Intelligence Watch

An 8-man rotating schedule. Provides 24-hour coverage with increased coverage during certain periods of the day and week.

The following is the schedule for four 2-week pay periods which each man will have, though starting at different times during the 8-week cycle.

Sunday	Off			
Monday	0730-1600	8		
Tuesday	" "	8		
Wednesday	" "	8		
Thursday	" "	8		
Friday	" "	8		
Saturday	Off	-	Workweek	
			40 hrs	
Sunday	Off			
Monday	1530-2400	8		
Tuesday	" "	8		
Wednesday	" "	8		
Thursday	" "	8		
Friday	" "	8		
Saturday	Off	-	Workweek	
			40 hrs	
			<hr/>	Pay Period
				80 hrs
Sunday	Off			
Monday	Off			
Tuesday	0730-1600	8		
Wednesday	" "	8		
Thursday	" "	8		
Friday	" "	8		
Saturday	" "	8	Workweek	
			40 hrs	
Sunday	1200-2400	12		
Monday	" "	12		
Tuesday	Off			
Wednesday	Off			
Thursday	1530-2400	8		
Friday	" "	8		
Saturday	Off	-	Workweek	
			40 hrs	
			<hr/>	Pay Period
				80 hrs

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Sunday	Off		
Monday	Off		
Tuesday	0730-1600	8	
Wednesday	" "	8	
Thursday	" "	8	
Friday	" "	8	
Saturday	" "	8	
		<u>1</u>	
			Workweek
			40 hrs

Sunday	Off		
Monday	Off		
Tuesday	1530-2400	8	
Wednesday	" "	8	
Thursday	" "	8	
Friday	" "	8	
Saturday	" "	8	
		<u>1</u>	
			Workweek
			40 hrs

Pay Period
80 hrs

Sunday	Off		
Monday	Off		
Tuesday (Mon)	2330-0800	8	
Wednesday	" "	8	
Thursday	" "	8	
Friday	" "	8	
Saturday	" "	8	
		<u>1</u>	
			Workweek
			40 hrs

Sunday (Sat)	2330-1200	12	
Monday	" "	12	
Tuesday	1530-2400	8	
Wednesday	" "	8	
Thursday	Off		
Friday	Off		
Saturday	Off		
		<u>—</u>	
			Workweek
			40 hrs

Pay Period
80 hrs

(Back to first week schedule)

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Clandestine Service Duty Officers

Duty Officers' workweeks and pay periods are as follows:

$$\begin{array}{rcl} \#1 & 44 + 38 = 82 & \text{or} \quad \#2 \quad 39 + 44 = 83 \\ & 38 + 39 = \underline{77} & 38 + 38 = \underline{76} \\ & 159 & 159 \end{array}$$

Example of 4-week tour of duty for a Duty Officer.

Sunday	Off			
Monday	1900-2400	5	(15)	
Tuesday	0000-1000	10		
Wednesday	1000-2400	14		
Thursday	Off			
Friday	1900-2400	5	(15)	
Saturday	0000-1000	<u>10</u>		Workweek 44 hrs
Sunday	0000-1000	10		
Monday	" "	10		
Tuesday	Off			
Wednesday	Off			
Thursday	1000-1900	9		
Friday	" "	9		
Saturday	Off	—		Workweek 38 hrs
				Pay Period 89 hrs
Sunday	Off			
Monday	Off			
Tuesday	1000-1900	9		
Wednesday	Off			
Thursday	1900-2400	5	(15)	
Friday	0000-1000	10		Workweek
Saturday	1000-2400	<u>14</u>		38 hrs
Sunday	1000-2400	14		
Monday	Off			
Tuesday	1900-2400	5	(15)	
Wednesday	0000-1000	10		
Thursday	" "	10		
Friday	Off			Workweek
Saturday	Off	—		39 hrs
				Pay Period 77 hrs

(Schedule starts over)

Total - 159 hrs

Clandestine Service Duty Office

Intelligence Assistants

Sunday	0000-1000	10		
	2200-2400	2	(8)	
Monday	0000-0600	6		
Tuesday	0600-1400	8		
Wednesday	" "	8		
Thursday	" "	8		
Friday	" "	8		
Saturday	Off	—		Workweek 50 hrs
Sunday	Off			
Monday	Off			
Tuesday	Off			
Wednesday	Off			
Thursday	1400-2200	8		
Friday	" "	8		
Saturday	1000-2200	<u>12</u>		Workweek 28 hrs
				Pay Period 78 hrs
Sunday	1000-2200	12		
Monday	2200-2400	2	(8)	
Tuesday	0000-0600	6		
	2200-2400	2	(8)	
Wednesday	0000-0600	6		
	2200-2400	2	(8)	
Thursday	0000-0600	6		
Friday	Off			
Saturday	Off	—		Workweek 36 hrs
Sunday	Off			
Monday	1400-2200	8		
Tuesday	1400-2200	8		
Wednesday	1400-2200	8		
Thursday	2200-2400	2	(8)	
Friday	0000-0600	6		
	2200-2400	2	(12)	
Saturday	0000-1000	10		
	2200-2400	<u>2</u>		Workweek 46 hrs
				Pay Period 82 hrs

Total - 160 hrs

(Schedule starts over)

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Operations Center

Evening Shift

1650-2400 (includes $\frac{1}{2}$ hr for lunch) Sunday
through Friday

6 hrs 40 minutes = 40 hrs. per week

Night Shift

Two teams, A and B, rotate on a weekly basis to cover early morning shift. They work one week on and one week off. Each works seven 10-hour days from Tuesday night to Tuesday morning, plus another 10-hour shift on either Saturday or Sunday of the following weekend.

Sunday		
Monday		
Tuesday	1	
Wednesday	10	
Thursday	10	
Friday	10	
Saturday	<u>10</u>	Workweek
		41 hrs
Sunday	10	
Monday	10	
Tuesday	9	
Wednesday		
Thursday		
Friday		
Saturday	<u>10</u>	Workweek
		39 hrs

Total - 80 hrs

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DD/S 71-3884

7 OCT 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : Irregular Hours of Work - Three-Day Week

REFERENCES : (a) Memo to D/FMSAC from ADD/S dtd 14 Sept 71,
subj: Request for Exception to Agency Regulations

(b) Memo to Exec Dir-Compt from MAG dtd 1 Sept 71,
subj: A 3-Day Work Week for Certain Agency
Components

1. The Management Advisory Group has recommended that consideration be given to the adoption of a three-day work week for employees in computer centers. This proposal was discussed by the Information Processing Board at its meeting on 4 October 1971. Information Processing Coordinators representing the DD/I, DD/P and DD/S&T reported that people in their computer centers generally endorse the idea, some with enthusiasm. The IPC's themselves recognize that there may be legal and administrative problems. They debated briefly, and inconclusively, the question of whether there should be a uniform work week that would apply to all computer centers or managers of individual centers should be authorized to set their own schedules in the event a "three-day week" is found to be legally and administratively feasible.

2. I informed the Board that you had already been seized with the problem and described how that seizure came about. I discussed several of the problems and considerations mentioned in our meeting with Mr. Wattles and reflected in his memorandum of 14 September 1971 to the Director, FMSAC. The Board agreed that the MAG recommendation should be included among the factors of the problem you have under study.

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DD/S

Information Processing Coordinator

Attachment: Ref (b)

cc: Director of Finance

Deputy General Counsel

Chairman, IP Board

Each IP Coordinator

CENTRAL INTELLIGENCE AGENCY

MANAGEMENT ADVISORY GROUP

FPB ~~71-1443~~

1. September 1971

TO : Executive Director-Comptroller
SUBJECT: A 3-Day Work Week for Certain Agency Components

1. MAG recommends that consideration be given to the adoption of a 3-day work week for Agency employees in the various Headquarters Computer Centers. At first blush, this seems like a radical departure from our conventional approach to manning computer centers, but on closer inspection it will be seen that there are many advantages to the 3-day work week in a computer center environment. These advantages accrue both to the Agency and to the employees, with a concomitant increase in productivity and a reduction in the error rate.

2. Computer center errors fall into three (3) broad categories:

a. Hardware

b. Software (system failures because of defects in the Executive or operating system programs, or in the applications programs written by the computer center users).

c. People

Hardware errors succumb to the application of periodic maintenance, and to the occasional ministrations of an IBM customer engineer. Software errors are more difficult to correct -- often, a software error which causes a system crash destroys the content of computer memory which contained the source of the error. However, a clever systems programmer can overcome this problem and locate and repair bad code. Once this type of error is corrected, there will generally be no recurrence of the problem. People errors tend to recur over and over again, and in a busy computer center the causes of these errors are difficult to isolate and correct. Many people

errors occur as a consequence of the so-called "shift boundary". Most of the Agency's computer centers are manned around the clock by three separate shifts of personnel. Because of computer scheduling problems, many jobs start on one shift and end on another shift. It is often difficult for an operator on one shift to convey complicated information concerning a job in progress to his replacement on the next shift; this communication problem may cause errors which result in the inadvertent failure of a job and a consequent waste of machine time and human effort when the job is re-run.

3. Reducing the number of shift boundaries (by going from three 8-hour shifts per day to two 12-1/2-hour shifts per day) reduces the shift boundary problem.

4. The computer centers can be manned around the clock from Monday through Saturday by computer professionals working in four shifts of three 12-1/2-hour days. Employees would never work three days in a row; their shifts would fall on either Monday, Tuesday, and Thursday, or on Wednesday, Friday and Saturday. They would also enjoy a five day weekend every other week, when they alternate from one shift to another. From the employees' point of view, this represents more days of leisure time, less wear and tear on vehicles and clothing (only three round trips to the Office per week), and less wear and tear on the employee who has been rotated through three shift changes over a period of time.

5. Additional advantages accrue to management:

- a. The elimination of the graveyard shift, which is a constant source of personnel problems.
- b. A stable work force and low turnover of personnel, with resulting lower training costs.
- c. An improved ability to meet peak loads.
- d. More productivity by reducing the start up and cool off times associated with each shift. Typically, a worker may spend up to 45 minutes after his arrival on the job in making preparations to work (start up time). At the end of the shift, he may spend up to 30 minutes getting ready to "lay down his tools" (cool off time). Thus, in a five day work week this may represent a "loss" of 6 hours and 15 minutes per employee. In a 3-day work week, this "loss" represents only 3 hours and 45 minutes.

- e. Savings resulting from reduced personnel recruitment efforts. We can expect a reduction in employee turnover and an increase in the quality of personnel on board.
- f. In many computer centers, the peak disruptive time periods are 8:00-8:30 a.m. and 4:00-4:30 p.m., when many jobs are being picked up and submitted. These periods coincide with the shift boundaries in the conventional 3 shift system; thus, maximum activity teams with a change in personnel to produce a minor crisis twice a day. A two shift day, starting at 6:00 a.m., would insure adequate manning during peak activity times.

6. An obvious virtue of the 3-day work week is that it actually permits, through the use of two 3-day shifts, the expansion of the actual work week to six days. In effect, it puts Saturday back in the workman's calendar, while providing for an increase in straight-time utilization of costly production machinery. While our computer centers are open on Sunday, typically a good deal of preventative maintenance work is scheduled on that day, with a concomitant decrease in the Sunday work force. Under the 3-day work week arrangement (as under the 5-day work week) Sunday workers would be paid overtime.

7. Several large companies (among them Mutual Life Insurance Company and the Metropolitan Life Insurance Company) have gone to the 3-day work week for their computer centers, and we can draw upon their experience in this area. The Mutual Life Insurance Company eliminated the 10% premium for night shift work which was paid to about two-thirds of its employees. But, in its place, has come a 5% salary raise for conversion, which everyone receives. Because of Federal labor legislation, we may be obliged to adopt some variation of this pay scheme.

8. A computer center is particularly suited to the 3-day work week; jobs are processed on a piecemeal basis, and a computer operator is not dependent on information relating to jobs which were run the day previous. Thus, there is no need for continuity of operations from day-to-day and the concept of two separate shifts of 3-day workers can be easily implemented. There may be other Agency components well suited to the 3-day work week.

9. This scheme might not work as well in other parts of the Agency where day-to-day continuity of operations is of paramount importance. MAG has been looking into the advantages and disadvantages of the 4-day work week as it relates to these other Agency

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components. We hope to make this the subject of a memorandum in the near future.

Management Advisory Group

PERSONNEL



29. HOURS OF WORK (No change)

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a. WORKWEEK AND WORK SCHEDULES

formerly
a.

(1) The normal basic workweek is 40 hours with regular duty hours from 8 a.m. to 4:30 p.m., 8:30 a.m. to 5 p.m., or 9 a.m. to 5:30 p.m., Monday through Friday, as prescribed by Operating Officials and Heads of Independent Offices. One-half hour is allowed for lunch. Operating Officials and Heads of Independent Offices may schedule different basic workweeks for individual employees as required to carry out the missions of their components. Operating Officials and Heads of Independent Offices may also reschedule an employee's basic workweek (of not less than 40 hours) to enable him to take courses in nearby colleges, universities, or other educational institutions which will equip him for more effective work in the Agency. (See subparagraph h(4) below for pay limitation.) *All variations in the basic workweek will be scheduled in accordance with the standards prescribed in*

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(2) All variations in the basic workweek scheduled by Operating Officials and the Heads of Independent Offices should be in accordance with the following standards:

(a) Duty hours are scheduled in advance over periods of not less than one week

(b) The basic 40-hour workweek is scheduled on 5 days,

which are Monday through Friday wherever possible, and

PERSONNEL



(the 2 days outside the basic workweek are consecutive

((c) The working hours in each day in the basic workweek are
(the same

((d) The basic nonovertime workday does not exceed 8 hours

((e) The occurrence of holidays does not affect the designation
(of the basic workweek

((f) Breaks in working hours of more than 1 hour are not
(scheduled in any basic workday

((3) In exceptional circumstances and when necessary to staff
(operations on a 24-hour basis the Deputy Director for Support
(may approve 80-hour work schedules which deviate from the
(above standards and provide no payment of overtime as long
(as the number of hours worked does not exceed 80 in a two-
(week, 80-hour pay period.

(b. REPORTING DUTY STATUS. Official Time and Attendance Reports
(shall record time actually worked in relation to the scheduled
(workweek of the activity concerned and shall be prepared in

(accordance with

(c. HOLIDAYS, RELIGIOUS HOLY DAYS, AND SPECIAL DISMISSALS (No change)

(d. OVERTIME WORK AND COMPENSATION

((1) DEFINITIONS

((a) Overtime is work in excess of the normal basic workweek

((1) Regular overtime is overtime which is scheduled on
a regular basis,

((2) Irregular or occasional overtime is overtime which
is not regularly scheduled.

((3) Directed overtime is that overtime which has

((4) No change

formerly

b.

formerly

c.

New (

Formerly (a)

Formerly (b)

Formerly (c)

Formerly (d)

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- formerly
c(2) (2) POLICY (No change)
- formerly
c(3) (3) RESPONSIBILITIES (No change)
- formerly
c(4) (4) METHOD OF COMPENSATION (No change)
- formerly
d. e. HOLIDAY WORK AND COMPENSATION (No change)
- formerly
e. f. NIGHT DUTY AND COMPENSATION (No change)
- formerly
f. g. NIGHT DIFFERENTIAL WORK (No change)
- formerly
g. h. SUNDAY WORK AND COMPENSATION (No change)
- formerly
h. i. LIMITATION OF COMPENSATION FOR OVERTIME, HOLIDAY, NIGHT, AND
SUNDAY WORK (No change)
- formerly
i. j. COMPENSATORY TIME (No change)

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Accounting for Leave, Holiday and Sunday Pay and Night Differential

Requests for irregular work schedules for 24-hour shifts will be reviewed on an individual basis prior to submission to the Deputy Director for Support. Each review will determine the appropriate accounting procedures for leave and pay purposes.

It is expected that the following guidelines would prevail in the determination of leave and pay accounting:

1. Employees at the GS-11 and below level would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.
2. Employees GS-12 through GS-14 may receive overtime payments for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.
3. Employees entitled to Sunday, holiday or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday.
4. Annual and sick leave would be charged according to leave taken against the employee's established work schedule.
5. Otherwise the provisions of would remain unchanged and would pertain to the irregular work schedules.

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